



**Response to the Recommendations
by the Committee on Equal Opportunities**

to Gateway Community and Technical College

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General

- 1. Pursue forcefully appointments of ethnic minorities (African-American and Hispanic) to the Gateway Board of Directors. The current Board should have a greater presence compared to the presence of African-Americans and Hispanics in the northern Kentucky/Covington/Newport community and service areas. As opportunities become available, the institution should work closely with the system office to secure additional ethnic minority representation on its Board.**

Response #1

Currently, the Board of Directors at Gateway Community and Technical College (GCTC) consists of ten members. Seven are appointed by the Governor each to six-year terms. Due to a quirk in the law that created KCTCS and GCTC, initial appointments for all seven appointed members were for the same six-year terms (instead of having staggered terms among the appointed members). All initial appointees' terms ended November 15, 2007. Governor Fletcher reappointed to six-year terms four original board members, including one African-American, and he appointed three new members. The remaining three members are elected by the faculty and staff respectively, each to three-year terms. The student representative is elected by students to a one-year term.

Currently, the appointed members of the Board include three Caucasian males (50%); one African-American male (16%); and two Caucasian females (33%). The elected members include two Caucasian males, and one Caucasian female.

Currently, a vacancy exists on the Board and the Governor's Office has been apprised of the vacancy and of our desire to seek greater diversity within the appointed members of the Board.

- 2. The CEO should encourage the comprehensive universities and Kentucky State University, to more actively engage in discussions regarding opportunities for collaboration. Greater opportunities for student transfer and bachelor's degree completer programs are two examples that should be more fully explored.**

Response #2

Until December 2008, GCTC was accredited by the Council on Occupational Education (COE), a national accrediting body to offer primarily non-transfer, technical programs. While COE did approve the Associate of Science degree, a transfer degree, the college did not aggressively market the transfer degree because of concerns about transferability of credits. At the time of the Committee visit in 2008, the college had completed the final site visit by a team of peers from institutions representing the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). The college was awaiting the final decision by the Commission regarding its application for full accreditation. As noted to the COE

committee in October, Gateway had participated in 2+2 programs only with Northern Kentucky University through a joint admissions program and with Thomas More College in education and business. Without regional accreditation by SACS, transfer of credits for students to "completer degrees" was too problematic; therefore, to safeguard students, 2+2 programs were not developed beyond the limited opportunities at NKU and TMC.

The college did receive initial accreditation as a comprehensive community and technical college by the Commission on Colleges of SACS in December 2008. With SACS accreditation, GCTC will now aggressively pursue a variety of 2+2 and completer programs with institutions in the tri-state region and with other institutions in Kentucky during the 2009-10 academic year. One of the college's twelve Mission and Vision teams "*Transfer Preparation*" has begun work to identify priority areas for transfer programs. In addition, the college will aggressively pursue dual credit arrangements with the region's 33 high schools which will further increase the numbers of transfer-oriented students coming to Gateway. To support the student demand for transfer-oriented courses, the college is increasing the number of full-time faculty who are qualified to teach in disciplines which support transfer degrees. Eight positions are being filled that will give the college further opportunity to increase the diversity of its faculty. To date, one new faculty member (of four hired to date) is from a minority group (Hispanic/Latino).

The college has applied for membership in the Greater Cincinnati Consortium of Colleges and Universities and a peer team will visit the college in July to assess its application. Once admitted to the consortium, the college's students will be able to cross register among all the consortium member institutions that will offer even greater potential for transfer to advanced completer degrees within the region.

Finally, as a regionally accredited institution, Gateway will now become part of the reciprocity agreements with contiguous states that are coordinated by the Council on Postsecondary Education. This will be the first time the college has been able to be included in these agreements that is crucial for transfer of credits for students.

- 3. More emphasis should be given to the student advising program; Gateway should conduct a desk audit of its advising policies/procedures to ensure consistent interpretation and implementation and communication to students.**

Response #3

Since the COE visit, the college's Provost and Vice President for Academic Affairs has led an intense effort to review the curricular offerings. During a desk audit conducted by the Academic Leadership Team, it was concluded that the primary reason for advising confusion stemmed from the sheer number of credentials being offered at GCTC. The review found that over time, multiple options were created that lead to essentially the same credential. For instance, there were three different credentials available for a student to earn a credential in medical coding. The review concluded that eliminating duplicative credentials and options and consolidating or streamlining the program offerings would dramatically reduce the confusion encountered in advising.

As a result of the recommendation of the COE and the work of the Academic Leadership Team, over 95 credentials (certificates, diplomas, and degrees) that were duplicative in nature were suspended and will be eliminated. Appropriate "teach-out" strategies were

implemented so that students in the suspended or eliminated programs would not be adversely impacted. These actions have reduced the advising confusion for advisors and students. All remaining program advising sheets have been revised and are being used by the Advising Center and program advisors. The college will monitor the impact of these changes through its annual customer satisfaction and graduate exit surveys.

- 4. A stronger focus on the recruitment/enrollment of ethnic minorities for both the technical and community college should be undertaken. Gateway has an open admission policy and a consistent and strong enrollment record. However, the strategies employed by the institution seem to yield very few ethnic minority enrollments, particularly African-Americans. Gateway should evaluate the recruitment efforts, policies, and procedures to ensure efficiency of implementation and productivity.**

Response #4

Enrollment of ethnic minority students since 2004 has increased from 7.24% of the total headcount enrollment to 9.36% (fall 2008). The increases have been steady except for 2007 when the percentage declined slightly. The percentages of ethnicity enrollment exceed the population percentages in the nine county Kentucky region served by the college. The percentage of minorities in all categories of ethnicity increased in the fall 2008 as follows:

	Fall 2008	Fall 2007	% Change
American Indian	11	8	37.5
Asian	28	27	3.7
Black	237	189	25.4
Hispanic	44	40	10.0

In July 2007, the college employed its first Director of Admissions to organize and implement a strategic admissions program designed to improve the recruitment and admissions processes in order to increase enrollment of students from all population categories. Diversity, as a specific goal, is part of that overall strategy. The Director, an African-American, initiated a series of procedures designed to reach into the minority communities, especially at Holmes High School in Covington, Kentucky, the largest concentration of African-American high school students in the region. Those strategies have included the establishment of the Gateway College Access Center located inside Holmes High School that is designed to increase the percent of graduates attending postsecondary education. That program resulted in a dramatic increase in early admission to GCTC from Holmes in the spring of 2009.

The Gateway College Access Center along with the college's Urban Center (located in a facility beside Holmes High School) provides direct access to all college services to the residents of the urban core. These services include admissions, financial aid, advising, and coursework. These strategies have yielded a steady increase in students from the urban core part of the college's service area.

A dual credit program or early college scholars program is planned for implementation at Holmes (and Newport High School) during the 2009-10 academic year. This action will be

designed to prepare students for success after high school and is part of the Gateway College Access Center. Over time, the goal of the center is to increase the retention and graduation rate of Holmes students with a goal of 100% of the students being prepared to enter careers or postsecondary education upon graduation. Placement testing was conducted with 50 junior students in the spring 2009 term to determine the level of coursework that will be offered by Gateway in the fall. It is estimated that 120 students will be enrolled in dual credit courses by the end of the 2009-10 academic year.

Finally, on May 22, 2009, the college announced a partnership with the Kenton County Public Library, the Covington Independent Public Schools, the City of Covington, and the GCTC Foundation to create a new Urban Campus in the heart of Covington and adjacent to the public library. The new campus will consist of a new building (future) and the use of a soon-to-be-vacated middle school to expand program offerings immediately. The library is planning a major renovation in conjunction with the planned new college facility. The new site is located on a major public transportation route and has the opportunity to collaborate with a private daycare organization to provide on-site daycare. The proposed project has drawn widespread community support for its collaborative, innovative, and cost savings approach. When completed, the new Urban Campus will enroll 2,500 new students from the urban core where the largest concentration of ethnic diversity exists in Northern Kentucky.

Communications

- 1. The outreach/marketing initiative should include personable strategies to build stronger relationships with the diverse population in the northern Kentucky community.**

Response #1

The college's Integrated Marketing Team has implemented a comprehensive plan to recruit students in all ethnic categories. New brochures and web photos feature students from diverse backgrounds and race. The college is redesigning its webpage and publications project to show greater inclusion. In addition, new marketing strategies that feature the newest in technology are being implemented to reach out to younger, tech savvy students.

- 2. Students were complimentary of the institution, various programs, and the availability of assistance at Gateway. However, based on focus group discussions, customer service in the financial aid office presents challenges for students attempting to obtain advice and counseling. Gateway should periodically conduct impromptu service audits of the financial aid office to determine whether current policy and procedures are yielding the level of service envisioned by the administration.**

Response #2

GCTC conducts two types of surveys to monitor overall service to students, including the service of the Financial Aid Office. Annually, a "customer satisfaction" survey is conducted with employees and students. Results of the survey, now in its third year, are analyzed by the President's Cabinet in its annual retreat. Strategies are identified to improve those areas where customer concerns are consistently raised. The analysis is used to prioritize funding

needs for new positions. As an example, the survey revealed that more staffing was needed to address student issues in the Financial Aid Office in 2007. As a result, a new Director of Financial Aid position was determined a priority in 2008 and a person was hired. In 2008, the survey revealed a need to add a second disabilities staff member to better serve students with differing abilities; a new Assistant Director began duties in late May 2009.

The second method of monitoring overall service is via a "mystery shopper" program as part of a customer first program at KCTCS. Quarterly, mystery shoppers engage various departments via email, telephone, and in-person. The results of these reports are shared with departments for improvement.

- 3. Gateway should seek to provide uniform services across the campuses. There were conflicting interpretations or lack of clarity among students of the services provided at the community and technical campus.**

Response #3

The college annually reviews services at each of its three campuses as part of its annual planning and budgeting processes and through the Customer Service Survey noted previously. It is the goal of the college to have full service operations at each campus. This is implemented through three primary strategies. First, a sufficient number of staff members are assigned to each campus from each major department at the college so that students can receive initial services at each campus. Second, some advanced services are consolidated on a particular campus that allow for a greater comprehensive, 'one-stop' service approach to student issues. For example, students receive basic advising, recruitment, and financial aid information at any campus, but must use the services of the advising center, Financial Aid, and Registrar's Offices located at the Edgewood Campus for advanced processes. This has proven to provide an increased level of service satisfaction among students. Third, when necessary due to increased activity or student need, additional staff is deployed to a particular campus to meet student demand.

All three campuses have received increased personnel in student services and business services in recent years. The opening of the new Student Services Center at the Edgewood Campus has improved admissions, financial aid, and advising by centralizing those services. Currently, additional extension services are being planned for the Boone Campus when the Center for Advanced Manufacturing opens in the summer of 2010.

- 4. KCTCS administrators at the central office are encouraged to utilize the SREB Doctoral Scholars Program contact cards collected at the Institute for Teaching and Mentoring and share the scholars' contact information with the 16 KCTCS districts. Additionally, KCTCS should consider sharing African-American resumes compiled in the KCTCS database with administrators in each district.**

Response #4

GCTC utilizes the SREB Doctoral Scholars Program during its recruitment process for open positions.

5. Many students communicated the need for transportation and childcare to administrators at Gateway. Limited funding prohibits the institution from constructing a childcare center on campus; however, students run a program several days a week in the mornings. Transportation is provided in limited areas in and around northern Kentucky for students without transportation. KCTCS should consider administering a survey and extending the hours of transportation, based upon information contained in the survey, to accommodate more students.

Response #5

Since July 2008, all students at GCTC can ride the Transit Authority of Northern Kentucky (TANK) buses free of charge by showing a GCTC identification card. The college subsidizes TANK for this service that is heavily used by students. The TANK system operates in the areas where a majority of GCTC students reside and operates routes on or near the major campuses of Gateway. The transportation agreement with TANK will be continued in the future and is part of the college's annual budget.

Employment and Career Advancement

1. Gateway should implement strategies that more strongly promote diversity as an objective and publicly acknowledges the success of campuses, departments, and individuals for achieving diversity objectives.

Response #1

GCTC strongly promotes diversity as it is part of the college's Values and Mission statements. One of the colleges' twelve Mission and Vision Teams "*Diversity and Global Awareness*" has a charter that includes promoting inclusion across the college. The team's membership is interdisciplinary and multicultural, and its work extends across the college. The team is implementing a 29-point strategic plan for cultural diversity globalization and inclusion.

In October 2009, a new position of Associate Dean for Retention and Multicultural Affairs will be implemented. An African-American female has been hired to fill the position. The Associate Dean will be responsible for working with the existing student-led programs including the Multicultural Student Organization, the Passport Travel Club (international educational travel group), and the college's Diversity and Global Awareness team.

2. Gateway should identify and inform faculty and staff of programs intended to assist with career advancement or terminal degree completion. Interested individuals should be made aware of the SREB Doctoral Scholars program.

Response #2

GCTC employees participate in a wide variety of postsecondary education programs designed to improve career opportunities. For the spring 2009 term, four employees are in doctoral programs (NKU, UK, U of L); nineteen are in master's degree programs; and sixteen are in undergraduate degree programs. These employees took 163 credit hours of advanced

coursework during the spring 2009 term. This year, two employees completed Associate Degree programs, and two completed bachelor's degrees. All of these employees utilized the postsecondary institutional tuition waiver program. Colleges and universities involved in the employee development program include, NKU, U of L, UK, Morehead State University, Bluegrass Community and Technical College, and Gateway Community and Technical College.

Employees are made aware of the SREB Doctoral Scholars program as part of the overall employee development program at Gateway.

- 3. Gateway should consider identifying alternative media outlets to recruit African-Americans, as well as other diverse groups, to apply for administrative, executive, managerial, faculty, and professional staff positions at Gateway.**

Response #3

GCTC has partnered with Mycareernetwork.com (MCN), an on-line applicant tracking that combines technology and job seeking talents from a region job portal, KentuckyWorks.com. The KentuckyWorks.com job portal provides statewide coverage for all college job postings that is the most cost effective way to expand the exposure of the career opportunities for attracting a diversified pool of candidates. In addition, GCTC is in the process of reviewing media outlets through Careerbuilder.com a number of diversity products to include, Diversity Cross Posting that will provide greater exposure to more than 250 diversity partner websites. Another product or outlet, Diversity Banners, will focus advertising of openings to potential candidates by ethnicity, job category, and geographical locations. The college's Human Relations Office is assessing the effectiveness of e-mail campaigns that are diversity based.

The college hired a new half-time Human Resources staff member in May 2009 who will be responsible to implement the above recruitment strategies and increasing the diversity of the pool of candidates for all positions at the college.

Conclusion

Gateway Community and Technical College has demonstrated an ongoing commitment to diversity and inclusion as part of its mission, vision, and values statements since its inception as a comprehensive institution. These statements have been systematically infused into the operations of the college at all levels and in all programs. Varying degrees of success have resulted in the past years and have included the following:

- Increased minority enrollment in all categories;
- Increased number of minority employees in faculty, managerial, professional, and executive positions;
- Increased number of student groups and activities that promote diversity and global awareness;
- Establishment of specific programs and services directed at increasing postsecondary education and service in targeted geographic locations where diverse populations live and work; and
- Achieving regional accreditation that will foster the rapid development and implementation of transfer oriented programs and services.

The faculty, staff, and students of the college wish to thank the members of the Committee on Equal Opportunities and the staff of the Council on Postsecondary Education for its review and recommendations.